BOARDS OF EDUCATION OPEN WORK SESSION #3

FACES Planning Process Presentation

April 5, 2016
Board of Education
Open Work Session #3

Agenda

• Planning background and charge to the FACES committee
• Work to date
• Overview of BOE open work session #2
• Planning principles
• Board of Education input session
• Starter scenarios
• Evaluation criteria
Planning Issues

- Underutilized facilities
- Capacity limitations creating waiting lists
- Functionally obsolete and physically deteriorated buildings
- Concerns about equity
- Ongoing investments needed
Community ENGAGEMENT

Key Attributes

- Built from the ground up
- "put your board member hat on"
- Discovery is more powerful than persuasion
- Uncovers community aspirations
Meeting FORMAT

- Everyone has a chance to contribute
- Works to build consensus
- Works to build shared ownership or a common understanding
- Helps to uncover community aspirations
Larry Altenbaumer, Grow Decatur
Laura Anderson, Decatur Public Schools Assistant Principal, Eisenhower High School
Diondria Banner, Eisenhower High School Parent
Aaliyah Buck, MacArthur High School Student
BA Buttz, Decatur Public Schools Board of Education
Bill Cleveenger, Decatur Park District
Todd Covault, Decatur Public Schools Chief Operational Officer
Randy Dotson, Decatur Public Schools Coordinator of Transportation
Michael Dugan, Decatur Public Schools Assistant Superintendent
Dean Espenschied, Archer Daniels Midland Co
Maria Ford, Decatur Public Schools Director of Community Engagement
Dan Fuentes, Decatur Public Schools Retired Administrator
Jim Gortner, Decatur Public Schools Assistant Director of Building and Grounds
Ashley Grayned, Decatur Public Schools Extended Learning Coordinator
Shelith Hansbro, MacArthur High School Parent
Brian Hodges, Decatur Public Schools Board of Education
Andrew Hynds, Richland Community College
Bruce Jeffery, Boys and Girls Club
Sam Johnson, BLDD Architects, Inc.
Suzanne Kreps, Decatur Education Association
Kathy Massey, Director Macon Piatt Special Education District
Shauna Mays, MacArthur High School Parent
Ed Moyer, Decatur Public Schools Chief Instructional Officer
Embura Patterson, Pastor of House of Faith Church
Kevin Richardson, Eisenhower High School Student
Joe Riley, Building and Construction Trades
Catherine Sebok, Richland Community College
Mike Sotiroff, Decatur Public Schools Director of Buildings and Grounds
Lisa Taylor, Decatur Public Schools Superintendent
Rhonda Thornton, Decatur Public Schools Grant Administrator
Kevin Townes, Eisenhower High School Parent
Billy Tyus, City of Decatur
Jason Wallace, Decatur Public Schools Principal, Pershing Early Learning Center
Bobbi Williams, Decatur Public Schools Assistant Superintendent
Rod Wright, Unicom Arc
Charge to the FACES Committee

Formulate a long-term facilities plan that maximizes the opportunities to provide a quality education for all Decatur students, optimizing the effectiveness of the District's educational facilities.
What is a Facilities Plan?

- Road Map for Facilities Decision making
  - Assessment
  - Aspirations
  - Proposed scope of work
  - Associated costs for budgeting
  - A framework for implementation
# Work To Date

<table>
<thead>
<tr>
<th>TASK:</th>
<th>DATE(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IMMEDIATE PLANNING ISSUES - PHASE 1</strong></td>
<td></td>
</tr>
<tr>
<td><strong>FACES Team Meeting #1</strong>: Organizational Meeting Work; Adopt purpose statement; determine committee membership; adopt/revise proposed meeting structure</td>
<td>SEP 17, 2015</td>
</tr>
<tr>
<td><strong>Core Group Meeting #1</strong>: Plan FACES meeting #2</td>
<td>SEP 24, 2015</td>
</tr>
<tr>
<td><strong>FACES Team Meeting #2</strong>: Assessing &amp; Brainstorming Work; review assessment of current facility needs; group to determine highest priority needs &amp; to generate initial approaches for community presentation</td>
<td>OCT 7, 2015</td>
</tr>
<tr>
<td><strong>Core Group Meeting #2</strong>: Plan community engagement session (CES) #1; Will require concepts proposed by FACES team to be examined &amp; revised prior to CES meeting</td>
<td>OCT 14, 2015</td>
</tr>
<tr>
<td><strong>Board of Education Open Work Session #1</strong>: Work: review assessment, review visioning, review preliminary concepts, identify desired components of competing scenarios</td>
<td>OCT 22, 2015</td>
</tr>
<tr>
<td><strong>Core Group Meeting #3</strong>: Plan FACES meeting #3</td>
<td>NOV 4, 2015</td>
</tr>
<tr>
<td><strong>FACES Team Meeting #3</strong>: Prepare for Board of Education Open Work Session #2</td>
<td>NOV 11, 2015</td>
</tr>
<tr>
<td><strong>Core Group Meeting #4</strong>: Plan Board of Education Open Work Session #2</td>
<td>NOV 24, 2015</td>
</tr>
<tr>
<td><strong>Board of Education Open Work Session #2</strong>: Review Instructional Program Research; Identify preferred approaches</td>
<td>DEC 3, 2015</td>
</tr>
<tr>
<td><strong>Core Group Meeting #5</strong>: Plan FACES meeting #4</td>
<td>DEC 9, 2015</td>
</tr>
<tr>
<td><strong>FACES Team Meeting #4</strong>: Develop Planning Principles decision making rubric</td>
<td>DEC 16, 2015</td>
</tr>
<tr>
<td><strong>Core Group Meeting #6</strong>: Plan FACES meeting #5</td>
<td>JAN 25, 2016</td>
</tr>
<tr>
<td><strong>FACES Team Meeting #5</strong>: Brainstorm initial solutions to implement preferred instructional approaches. Programmatic solutions, physical solutions, or both.</td>
<td>JAN 27, 2016</td>
</tr>
<tr>
<td><strong>Core Group meeting #7</strong>: Plan FACES meeting #6</td>
<td>FEB 29, 2016</td>
</tr>
<tr>
<td><strong>FACES Team Meeting #6</strong>: Review and revise initial approaches; prepare for Board of Education Open Work Session #3.</td>
<td>MAR 2, 2016</td>
</tr>
</tbody>
</table>
Work To Date

Discussion / Feedback

BOARD OF EDUCATION
OPEN WORK SESSION #1

• Facilities Drivers:
  • Underutilization of SDMS
  • Waiting lists at John’s Hill and Garfield programs
  • Physical and functional condition of John’s Hill
  • Equitability across the district

• Feedback:
  • Thorough is better than fast
  • What does the research say?
Work To Date

Discussion / Feedback

BOARD OF EDUCATION
OPEN WORK SESSION #2

- Presentation: What the research shows:
  - K-6 / Jr. High
  - K-5 / Middle School
  - K-8 Instructional approaches.
- Small group feedback
What are the CHALLENGES of the existing configuration?
What are the STRENGTHS of the existing configuration?
What are the CHALLENGES of the K-8 configuration?
What are the STRENGTHS of the K-8 configuration?
Planning Principles

- Align facilities with best practices for productive learning environments
- Enhance relationships between parents, staff, students and community
- Solution: Foster community involvement while staying focused on big picture / vision
- Equitable access to opportunities
- Provide a variety of academic and non-academic program options
Board of Education
Input Session

- Brainstormed configurations
- Evaluation criteria
  - Optimal school size
  - Demographics
  - Remaining life of building
  - Life cycle costs
  - Functional suitability
  - Cost/Benefit value
Board of Education
Input Session
Starter Scenarios - 7

• Scenario A
• Scenario B
• Scenario C
• Scenario D
• Scenario E
• Scenario F
• Scenario G
Scenario A
5 PODS • 5 K-8 • RETIRE 2

POD 1
STEM
Stevenson (K-4) Parsons (5-8)

POD 2
ENV. SCI.
Franklin (K-4) Oak Grove (5-8)

POD 3
MONTESORI
South Shores (K-4) Enterprise (5-8)

POD 4
ZOO
Baum (K-4) Muffley (5-8)

POD 5
LAB
French Academy (K-4) Dennis (5-8)

PODS (K-4) + (5-8)

John's Hill

Garfield (K-8)
Thomas Jefferson (K-8)

Harris (K-8)
Stephen Decatur (K-8)

Durfee Magnet
John's Hill Magnet

Hope Academy (K-8)

(RETIRE)

Estimated Master Plan Cost: $45 MM + Remodeling Costs
Scenario B
4 PODS • 6 K-8 • RETIRE 4

DRAFT

POD 1
STEM
Stevenson (K-4)
Parsons (5-8)

POD 2
ENV. SCI.
Franklin (K-4)
Oak Grove (5-8)

POD 3
MONTESORI
South Shores (K-4)
Garfield (5-8)

POD 4
ZOO
Baum (K-4)
Muffley (5-8)

PODS (K-4) + (5-8)

EXISTING
REPURPOSE
RENOVATE
ADDITION
NEW CONST.
RETIRE

French Academy
Dennis
Durfee Magnet
John’s Hill Magnet

RETIRE

Enterprise (K-8)
Thomas Jefferson
Harris (K-8)
Stephen Decatur (K-8)
Hope Academy (K-8)
New (K-8)

Estimated Master Plan Cost: $64 MM + Remodeling Costs
Scenario C

DRAFT

11 K-8 • RETIRE 6

Parsons (K-8)
Oak Grove (K-8)
South Shores (K-8)
Enterprise (K-8)

Baum (K-8)
Muffley (K-8)
John’s Hill Magnet
Hope Academy (K-8)

Franklin
Garfield
French Academy
Stevenson

Dennis (K-8)
Thomas Jefferson (K-8)
Stephen Decatur (K-8)

Durfee Magnet
Harris

EXISTING
REPURPOSE
RENOVATE
ADDITION
NEW CONSTRUCTION
RETIRE

Estimated Master Plan Cost: $84 MM + Remodeling Costs
Scenario D
9 K-5 • 4 K-8 • 2 6-8 • RETIRE 1 • REPURPOSE 1

Estimated Master Plan Cost: $38.8 MM + Remodeling Costs
Estimated Master Plan Cost: $32.8 MM + Remodeling Costs
Scenario F  
13 K-8 • RETIRE 4

Stevenson (K-8)  Parsons (K-8)  Franklin (K-8)  Oak Grove (K-8)
South Shores (K-8)  Enterprise (K-8)  Baum (K-8)  Muffley (K-8)
Stephen Decatur (K-8)  Dennis (K-8)  Thomas Jefferson (K-8)  Hope Academy (K-8)  Garfield (K-8)

Durfee Magnet  John’s Hill Magnet  Harris  French Academy

Estimated Master Plan Cost: $47.7 MM + Remodeling Costs
Scenario G

DRAFT

4 K-5 • 9 K-8 • 1 6-8 • RETIRE 2 • REPURPOSE 1

Stevenson (K-5)
Franklin (K-5)
Baum (K-5)
French Academy (K-5)

Oak Grove (K-8)
Stephen Decatur (K-8)
Dennis (K-8)

Muffley (K-8)
Parsons (K-8)
Harris (K-8)

Hope Academy (K-8)
South Shores (K-8)
Enterprise (K-8)

John's Hill Magnet
Durfee Magnet

Thomas Jefferson (6-8)

KEIL
Garfield

REPURPOSE

EXISTING
REPURPOSE
RENOVATE
ADDITION
NEW CONSTRUCTION
RETIRE

Estimated Master Plan Cost: $32.8 MM + Remodeling Costs
Facilities drivers

Evaluation Criteria

Optimal School Size

ICCSD SCHOOL SIZE

- High school national average enrollment falls below 1000; Elementary school approx. 450

- ICCSD High School size is comparable with peer districts (10,000-20,000 students) at approximately 1,100. Peer districts average 300-500 at Elementary schools.
Measures of Student Outcomes

- **Flexibility**
  School and classroom design should accommodate diverse learning needs. Space should be large enough and furniture and other classroom objects should be easily reconfigurable to allow multiple learning activities to occur simultaneously.

- **Sustainability**
  Environmental factors such as lighting, air quality, and temperature affect student learning and should be incorporated into school design.

- **Community engagement**
  Opening the design process up to community members and school stakeholders can bring in fresh ideas and perspectives. It also lends a greater sense of legitimacy to expert opinions.

- **Small schools**
  A significant body of research has found that small schools contribute to improved student achievements.

Hanover Research: “School Structures that Support 21st Century Learning”
Measures of Student Outcomes Studies

- Do K-12 School Facilities Affect Education Outcomes?
- Effects of School Design on Student Outcomes
- The Impact of Classroom Design on Pupils’ Learning: Final Results of a Holistic, Multi-Level Analysis
- School Effects on Growth in Academic Achievement
### Evaluation Criteria

#### Demographics

**Enrollment Projections**
Completed December 2014

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-K</td>
<td>460</td>
<td>481</td>
<td>500</td>
<td>509</td>
<td>516</td>
<td>530</td>
<td>549</td>
<td>560</td>
<td>570</td>
<td>589</td>
<td>0.9640</td>
</tr>
<tr>
<td>Kindergarten</td>
<td>753</td>
<td>758</td>
<td>768</td>
<td>768</td>
<td>769</td>
<td>770</td>
<td>771</td>
<td>772</td>
<td>772</td>
<td>777</td>
<td>0.9499</td>
</tr>
<tr>
<td>1st Grade</td>
<td>737</td>
<td>730</td>
<td>730</td>
<td>754</td>
<td>764</td>
<td>768</td>
<td>776</td>
<td>781</td>
<td>782</td>
<td>794</td>
<td>0.8867</td>
</tr>
<tr>
<td>2nd Grade</td>
<td>699</td>
<td>679</td>
<td>684</td>
<td>695</td>
<td>698</td>
<td>702</td>
<td>713</td>
<td>727</td>
<td>737</td>
<td>750</td>
<td>0.8741</td>
</tr>
<tr>
<td>3rd Grade</td>
<td>690</td>
<td>683</td>
<td>660</td>
<td>673</td>
<td>675</td>
<td>687</td>
<td>696</td>
<td>702</td>
<td>708</td>
<td>729</td>
<td>0.8622</td>
</tr>
<tr>
<td>4th Grade</td>
<td>690</td>
<td>658</td>
<td>678</td>
<td>650</td>
<td>666</td>
<td>629</td>
<td>659</td>
<td>656</td>
<td>678</td>
<td>670</td>
<td>0.8650</td>
</tr>
<tr>
<td>5th Grade</td>
<td>681</td>
<td>650</td>
<td>660</td>
<td>670</td>
<td>678</td>
<td>696</td>
<td>655</td>
<td>682</td>
<td>642</td>
<td>668</td>
<td>0.8471</td>
</tr>
<tr>
<td>6th Grade</td>
<td>689</td>
<td>658</td>
<td>644</td>
<td>618</td>
<td>652</td>
<td>672</td>
<td>657</td>
<td>660</td>
<td>657</td>
<td>657</td>
<td>0.8478</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>7th Grade</td>
<td>706</td>
<td>637</td>
<td>658</td>
<td>626</td>
<td>582</td>
<td>607</td>
<td>537</td>
<td>597</td>
<td>529</td>
<td>634</td>
<td>0.9860</td>
</tr>
<tr>
<td>8th Grade</td>
<td>689</td>
<td>642</td>
<td>638</td>
<td>590</td>
<td>575</td>
<td>536</td>
<td>570</td>
<td>512</td>
<td>560</td>
<td>591</td>
<td>1.0000</td>
</tr>
<tr>
<td>9th Grade</td>
<td>861</td>
<td>857</td>
<td>810</td>
<td>896</td>
<td>1006</td>
<td>814</td>
<td>758</td>
<td>768</td>
<td>659</td>
<td>703</td>
<td>1.4045</td>
</tr>
<tr>
<td>10th Grade</td>
<td>590</td>
<td>560</td>
<td>545</td>
<td>538</td>
<td>516</td>
<td>578</td>
<td>503</td>
<td>540</td>
<td>506</td>
<td>569</td>
<td>0.7346</td>
</tr>
<tr>
<td>11th Grade</td>
<td>486</td>
<td>457</td>
<td>435</td>
<td>426</td>
<td>433</td>
<td>412</td>
<td>425</td>
<td>481</td>
<td>398</td>
<td>404</td>
<td>0.8012</td>
</tr>
<tr>
<td>12th Grade</td>
<td>474</td>
<td>367</td>
<td>410</td>
<td>366</td>
<td>393</td>
<td>326</td>
<td>261</td>
<td>310</td>
<td>356</td>
<td>313</td>
<td>0.7801</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total K-12</td>
<td>9153</td>
<td>9711</td>
<td>9663</td>
<td>9547</td>
<td>9557</td>
<td>9534</td>
<td>9526</td>
<td>9168</td>
<td>8926</td>
<td>8563</td>
<td>0.9272</td>
</tr>
<tr>
<td>Total PK-12</td>
<td>9613</td>
<td>9232</td>
<td>9190</td>
<td>9132</td>
<td>9103</td>
<td>8839</td>
<td>8733</td>
<td>8662</td>
<td>8650</td>
<td>9163</td>
<td>0.9586</td>
</tr>
</tbody>
</table>

**K-2**

- 3-6 w/o Dennis/JH 6th graders: 2563
- 7-8 Plus Dennis/JH 6th graders: 1313
- High School: 2063
Evaluation Criteria

Demographics

Enrollment Projections
Completed December 2014

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>As Planned</td>
<td>4810</td>
<td>4002</td>
<td>4636</td>
<td>4975</td>
<td>4819</td>
<td>4723</td>
<td>4692</td>
<td>4625</td>
<td>4582</td>
<td>4582</td>
<td>4560</td>
<td>4596</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROJECTED</td>
<td>4810</td>
<td>4002</td>
<td>4636</td>
<td>4975</td>
<td>4819</td>
<td>4723</td>
<td>4692</td>
<td>4625</td>
<td>4582</td>
<td>4582</td>
<td>4560</td>
<td>4596</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DAY 12</td>
<td>4810</td>
<td>4002</td>
<td>4636</td>
<td>4975</td>
<td>4819</td>
<td>4723</td>
<td>4692</td>
<td>4625</td>
<td>4582</td>
<td>4582</td>
<td>4560</td>
<td>4596</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 15</td>
<td>4810</td>
<td>4002</td>
<td>4636</td>
<td>4975</td>
<td>4819</td>
<td>4723</td>
<td>4692</td>
<td>4625</td>
<td>4582</td>
<td>4582</td>
<td>4560</td>
<td>4596</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 12</td>
<td>4810</td>
<td>4002</td>
<td>4636</td>
<td>4975</td>
<td>4819</td>
<td>4723</td>
<td>4692</td>
<td>4625</td>
<td>4582</td>
<td>4582</td>
<td>4560</td>
<td>4596</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 15</td>
<td>4810</td>
<td>4002</td>
<td>4636</td>
<td>4975</td>
<td>4819</td>
<td>4723</td>
<td>4692</td>
<td>4625</td>
<td>4582</td>
<td>4582</td>
<td>4560</td>
<td>4596</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td>4586</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RATIO</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PK and K Projections pulled from separate worksheets.
Assumes continuation of trends of the past 3 years.
Kindergarten rates are based on the average of the past 3-year relationship between enrollments and the live births in Macon County 5 years earlier.
SE-I represents additional special education enrollment with at least 500 services.
RCS not included, but we can expect 25 at each grade level from K-6 and 40 at each grade level from 7-8.

Projections
Superintendent's Office
Lisa Taylor

- Equity Committee for Attendance
**Evaluation Criteria**

**Remaining Life of Buildings**

\[
\text{Facility Condition Index (FCI)} = 1 - \frac{\text{Total Cost of Facility Repairs}}{\text{Current Replacement Value (CRV) of Facility}}
\]

\[
fci = 1 - \frac{dmd}{crv}
\]

*the ratio of deferred maintenance dollars to replacement dollars, providing a straightforward comparison of an organization’s key facility assets.*
Evaluation Criteria
Cost Benefit Analysis

Master plan modeling and analysis software
Measures of Student Outcomes

Functional Assessment

- Form the team
- Review and adopt facilities evaluation tool
- Set schedule
- Collect data
- Analyze and report

HIGH SCHOOLS: “Small” = max 500-600; “Large” =1,500+

ELEMENTARY: “Small” = max 300; “Large” = 1,000+
# Evaluation Criteria

## Life Cycle Costs

### Life Cycle Cost Generation

<table>
<thead>
<tr>
<th>Year</th>
<th>First Costs</th>
<th>Escalated First Costs</th>
<th>Renewal Costs</th>
<th>Escalated Renewal Costs</th>
<th>Option Variable Costs</th>
<th>O and M Costs</th>
<th>Energy Costs</th>
<th>Total Annual Costs</th>
<th>Present Worth</th>
<th>Present Worth Of Total Annual Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>$5,719,636</td>
<td>$7,407,190</td>
<td>$310,416</td>
<td>$402,003</td>
<td>$0</td>
<td>$218,604</td>
<td>$96,732</td>
<td>$8,124,529</td>
<td>1.000</td>
<td>$8,124,529</td>
</tr>
<tr>
<td>1</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$225,162</td>
<td>$100,601</td>
<td>$3,257,636</td>
<td>0.980</td>
<td>$3,219,376</td>
</tr>
<tr>
<td>2</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$231,917</td>
<td>$104,625</td>
<td>$3,366,542</td>
<td>0.961</td>
<td>$3,323,474</td>
</tr>
<tr>
<td>3</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$238,875</td>
<td>$108,810</td>
<td>$3,475,685</td>
<td>0.942</td>
<td>$3,427,631</td>
</tr>
<tr>
<td>4</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$246,041</td>
<td>$113,162</td>
<td>$3,592,203</td>
<td>0.924</td>
<td>$3,531,848</td>
</tr>
<tr>
<td>5</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$253,422</td>
<td>$117,689</td>
<td>$3,711,111</td>
<td>0.906</td>
<td>$3,636,127</td>
</tr>
<tr>
<td>6</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$261,025</td>
<td>$122,396</td>
<td>$3,834,421</td>
<td>0.888</td>
<td>$3,740,467</td>
</tr>
<tr>
<td>7</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$268,856</td>
<td>$127,292</td>
<td>$3,964,48</td>
<td>0.871</td>
<td>$3,844,870</td>
</tr>
<tr>
<td>8</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$276,921</td>
<td>$132,384</td>
<td>$4,118,867</td>
<td>0.853</td>
<td>$4,018,687</td>
</tr>
<tr>
<td>9</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$285,229</td>
<td>$137,679</td>
<td>$4,282,201</td>
<td>0.837</td>
<td>$4,169,001</td>
</tr>
<tr>
<td>10</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$293,786</td>
<td>$143,186</td>
<td>$4,229,056</td>
<td>0.820</td>
<td>$4,164,533</td>
</tr>
<tr>
<td>11</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$302,599</td>
<td>$148,914</td>
<td>$4,515,13</td>
<td>0.804</td>
<td>$4,363,135</td>
</tr>
<tr>
<td>12</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$311,677</td>
<td>$154,870</td>
<td>$4,665,47</td>
<td>0.788</td>
<td>$4,627,869</td>
</tr>
<tr>
<td>13</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$321,028</td>
<td>$161,065</td>
<td>$4,820,03</td>
<td>0.773</td>
<td>$4,722,673</td>
</tr>
<tr>
<td>14</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$330,658</td>
<td>$167,508</td>
<td>$4,981,86</td>
<td>0.758</td>
<td>$4,877,548</td>
</tr>
<tr>
<td>15</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$340,578</td>
<td>$174,208</td>
<td>$5,147,86</td>
<td>0.743</td>
<td>$5,082,494</td>
</tr>
<tr>
<td>16</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$350,795</td>
<td>$181,176</td>
<td>$5,319,71</td>
<td>0.728</td>
<td>$5,287,512</td>
</tr>
<tr>
<td>17</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$361,319</td>
<td>$188,423</td>
<td>$5,497,42</td>
<td>0.714</td>
<td>$5,492,605</td>
</tr>
<tr>
<td>18</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$372,159</td>
<td>$195,960</td>
<td>$5,681,19</td>
<td>0.700</td>
<td>$5,797,774</td>
</tr>
<tr>
<td>19</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$445,821</td>
<td>$1,012,401</td>
<td>$5,832,34</td>
<td>0.686</td>
<td>$5,907,962</td>
</tr>
<tr>
<td>20</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$1,165,997</td>
<td>$2,727,263</td>
<td>$5,893,22</td>
<td>0.673</td>
<td>$6,124,711</td>
</tr>
<tr>
<td>21</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$406,668</td>
<td>$220,429</td>
<td>$6,277,09</td>
<td>0.660</td>
<td>$6,413,743</td>
</tr>
<tr>
<td>22</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$418,868</td>
<td>$229,246</td>
<td>$6,484,11</td>
<td>0.647</td>
<td>$6,419,226</td>
</tr>
<tr>
<td>23</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$431,434</td>
<td>$238,416</td>
<td>$6,698,50</td>
<td>0.634</td>
<td>$6,424,789</td>
</tr>
<tr>
<td>24</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$444,377</td>
<td>$247,952</td>
<td>$6,980,95</td>
<td>0.622</td>
<td>$6,609,882</td>
</tr>
<tr>
<td>25</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$457,709</td>
<td>$257,870</td>
<td>$1,000,05</td>
<td>0.610</td>
<td>$6,124,221</td>
</tr>
<tr>
<td>26</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$471,440</td>
<td>$268,185</td>
<td>$7,396,25</td>
<td>0.596</td>
<td>$7,441,984</td>
</tr>
<tr>
<td>27</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$485,583</td>
<td>$278,913</td>
<td>$7,644,96</td>
<td>0.586</td>
<td>$7,447,889</td>
</tr>
<tr>
<td>28</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$500,150</td>
<td>$290,069</td>
<td>$2,974,822</td>
<td>0.574</td>
<td>$2,978,662</td>
</tr>
<tr>
<td>29</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$515,155</td>
<td>$301,672</td>
<td>$1,935,341</td>
<td>0.563</td>
<td>$1,939,815</td>
</tr>
</tbody>
</table>
Evaluation Criteria
Cost Benefit Analysis

Life Cycle Costs
(including first costs, energy costs, O&M costs, and renewal costs)

Educational Adequacy

COST/BENEFIT comparison
Evaluation Criteria

CASE STUDY
Work Ahead

• Establish Finance Committee
• Establish Equity Committee for attendance
• Determine how to expand partnerships and community usage
Revised Scenarios
Narrowed Scenarios - 5

- Scenario A
- Scenario B
- Scenario D
- Scenario F
- Scenario G
Scenario A

5 PODS • 5 K-8 • RETIRE 2

POD 1
STEM

Stevenson (K-4)
Parsons (5-8)

POD 2
ENV. SCI.

Franklin (K-4)
Oak Grove (5-8)

POD 3
MONTESORI

South Shores (K-4)
Enterprise (5-8)

POD 4
ZOO

Baum (K-4)
Muffley (5-8)

POD 5
LAB

French Academy (K-4)
Dennis (5-8)

PODS (K-4) + (5-8)

Durfee Magnet
John’s Hill Magnet

RETIRED

HOPE ACADEMY (K-8)

ESTIMATED MASTER PLAN COST: $45 MM + REMODELING COSTS
Scenario B
4 PODS • 6 K-8 • RETIRE 4

POD 1
STEM
Stevenson (K-4)
Parsons (5-8)

POD 2
ENV. SCI.
Franklin (K-4)
Oak Grove (5-8)

POD 3
MONTESORI
South Shores (K-4)
Garfield (5-8)

POD 4
ZOO
Baum (K-4)
Muffley (5-8)

PODS (K-4) + (5-8)

Estimated Master Plan Cost: $64 MM + Remodeling Costs
Scenario D
9 K-5 • 4 K-8 • 2 6-8 • RETIRE 1 • REPURPOSE 1

DRAFT

Stevenson (K-5) Parsons (K-5) Franklin (K-5)
South Shores (K-5) Oak Grove (K-5) Baum (K-5)
French Academy (K-5) Harris (K-5) Muffley (K-5)

Hope Academy (K-8) Dennis (K-8)
John’s Hill Magnet (K-8) Enterprise (K-8) (K-8)

Stephen Decatur (6-8) Thomas Jefferson (6-8)

Estimated Master Plan Cost: $38.8 MM + Remodeling Costs
Scenario F

DRAFT

13 K-8 • RETIRE 4

Stevenson (K-8)  Parsons (K-8)  Franklin (K-8)  Oak Grove (K-8)

South Shores (K-8)  Enterprise (K-8)  Baum (K-8)  Muffley (K-8)

Stephen Decatur (K-8)  Dennis (K-8)  Thomas Jefferson (K-8)  Hope Academy (K-8)  Garfield (K-8)

Durfee Magnet  John’s Hill Magnet  Harris  French Academy

Estimated Master Plan Cost: $47.7 MM + Remodeling Costs
Scenario G

DRAFT

4 K-5 • 9 K-8 • 16-8 • RETIRE 2 • REPURPOSE 1

Stevenson (K-5)
Franklin (K-5)
Baum (K-5)
French Academy (K-5)

Oak Grove (K-8)
Stephen Decatur (K-8)
Dennis (K-8)
Muffley (K-8)
Parsons (K-8)
Harris (K-8)

Hope Academy (K-8)
South Shores (K-8)
Enterprise (K-8)

Thomas Jefferson (6-8)

KEIL

Garfield

REPURPOSE

John's Hill Magnet
Durfee Magnet

K-8 Montessori

GARFIELD MONTESSORI

EXISTING
REPURPOSE
RENOVATE
ADDITION
NEW CONSTRUCTION
RETIRE

Estimated Master Plan Cost: $32.8 MM + Remodeling Costs
<table>
<thead>
<tr>
<th>Phase</th>
<th>Duration</th>
<th>Construct</th>
<th>Remodel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1</td>
<td>1-2 yrs</td>
<td>xxxxxxx</td>
<td>xxxxxx</td>
</tr>
<tr>
<td>Phase 2</td>
<td>2-5 yrs</td>
<td>xxxxxxx</td>
<td>xxxxxx</td>
</tr>
<tr>
<td>Phase 3</td>
<td>6-10 yrs</td>
<td>xxxxxxx</td>
<td>xxxxxx</td>
</tr>
<tr>
<td>Ongoing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Financial Capacity and Implementation**

**Finance Committee**
Small Group
WORK
Small Group Work Activity #1

Review revised scenarios and rank in order of preference from 1 to 5

Small Group Work Activity #2

Recommend how the top scenario could be enhanced
Small Group Report Out
Next Board of Education Open Work Session?
Thank you